



PARKS & LEISURE
AUSTRALIA

PLA TOWARDS 2025



IMAGE: FREMANTLE, WESTERN AUSTRALIA
- PHOTO BY HARRY CUNNINGHAM

| OUR STRATEGIC DIRECTION
| 2021 - 2025





URBAN PUBLIC OPEN SPACE MURAL, GEELONG, AUSTRALIA
- MURAL BY CAM SCALE, @CAMSCALE, WWW.CAMSCALE.COM.AU



WELCOME

In the spirit of reconciliation, Parks and Leisure Australia acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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PARKS & LEISURE
AUSTRALIA



OUR COMMITTMENT

Parks and Leisure Australia (PLA) is committed to representing, advocating, supporting and servicing all professionals and organisations involved in parks, leisure, recreation, sport, open space, and the environment.

We are the key industry body for parks and leisure, and we are committed to being a leader in driving the professionalism, recognition and value of the industry.

Our members and partners (both government and private sector) play a critical role in planning for, providing and managing places, spaces and services that enable communities to achieve quality lifestyles and wellbeing.

OUR VISION FOR AUSTRALIA IS:

For Australia to be the most liveable country in the world, renowned for its parks, sport and recreation facilities that provide the foundation for healthy communities and liveable towns and cities.

WE EXIST TO:

Represent, advocate, support, connect and empower our members, stakeholders and the wider industry; to achieve quality of life for all people in Australia.

Our underlying values remain strong and drive our 'Why'.

CHAMPIONING BEST PRACTICE AND LEISURE BENEFITS

PLA will promote the benefits of leisure for all Australians as a basic human right and actively advocate to governments on behalf of our membership and the wider industry. We will advocate for and encourage best practice planning, design and management of public spaces which promote and enhance the physical and mental wellbeing of all people across Australia.

BUILDING EXCELLENCE IN OPEN SPACE MANAGEMENT AND ENVIRONMENTAL STEWARDSHIP

PLA will recognise and encourage industry excellence and promote a conservation ethic through world best practice relating to parks, open spaces, infrastructure and the environment. We will advocate for the industry in our endeavour to collectively respond to the impacts of climate change and environmental protection.

PROMOTING SPORT AND RECREATION OUTCOMES

PLA will encourage participation in community sport, leisure and recreation through excellence in the governance, planning, provision, and management of sport and recreation facilities and opportunities. We recognise that sport is more than a game and local providers and custodians of facilities support the foundation of Australian sport.

EMPOWERING THE PEOPLE BEHIND THE PLACES

PLA will support and empower its members and stakeholders to plan for, provide and manage places, spaces, facilities, programmes and services for communities. We recognise the value of our strategic partnerships, training, education, conferences, seminars and networking opportunities in the development of our members to deliver best practice outcomes for communities.

DRIVING ECONOMIC PROSPERITY AND RECOVERY

PLA will drive economic prosperity by promoting the social and economic benefits of tourism, sport, leisure, recreation, social infrastructure and activities. We recognise the important role PLA and our industry plays in times of economic, social and community (place) recovery.



STRATEGIC PLAN CONTEXT

Parks and Leisure Australia is represented by the sum of all our parts across the nation, and our members are at the centre of our business. Our Strategic Plan – PLA Towards 2025 relates to all aspects of our organisation and will guide our contribution to the wider industry.

PLA Towards 2025 is a 4-year strategic plan commencing July 2021, that will guide Parks and Leisure Australia's focus and priorities to achieve positive outcomes and ensure resources are directed where and when they should be.

The Strategic Plan recognises the challenges our industry is facing such as climate change, rapid urban development and population growth, technological advancements, pandemic and disaster recovery, and economic and workforce transitions, all within a challenging fiscal environment.

We are shifting our mindset from being a facilitator to being a leader in the industry, particularly in relation to advocacy, recovery, connectivity and prosperity.

The Strategic Plan will enable us to add value to our members and ensure the ongoing sustainability of Parks and Leisure Australia as an organisation, by supporting the industry to respond to challenges and strengthen the future resilience of our industry.

WE ARE PLA:

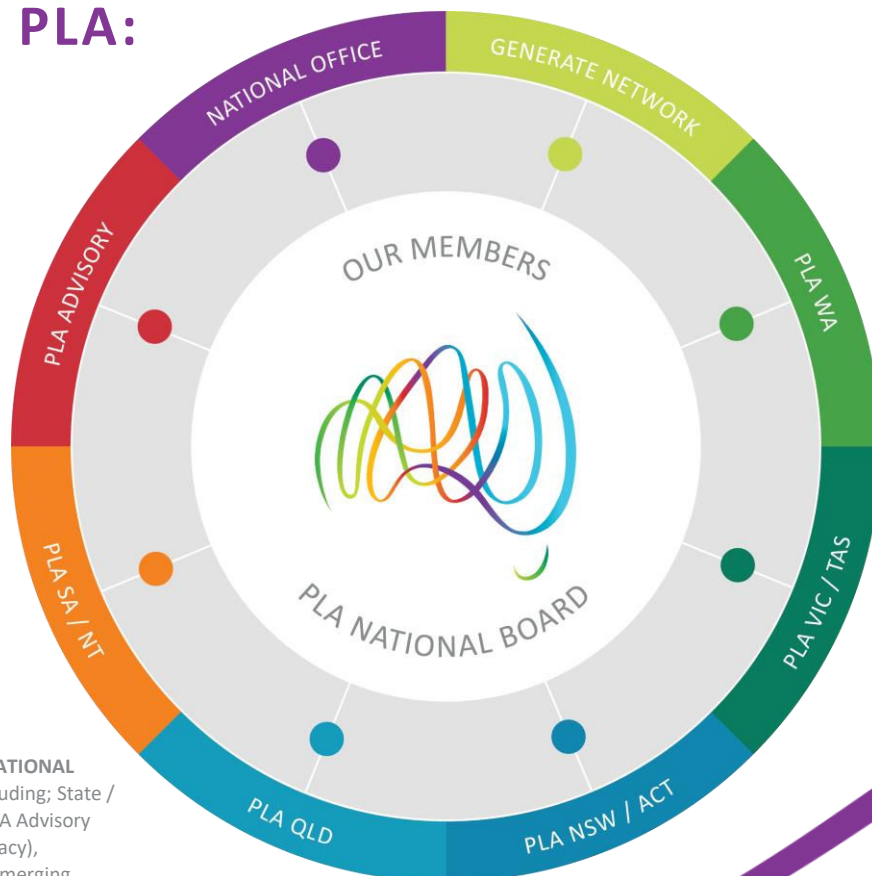


DIAGRAM 01: PLA NATIONAL ORGANISATION. Including; State / Regional Councils, PLA Advisory (Research and Advocacy), Generate Network (Emerging leaders), and National Office (national support).



OUR PROCESS

The Strategic Plan – PLA Towards 2025 has been developed by the National Board following a process of consultation with, and input from, Regional Councils, PLA Advisory, Generate Network, National Board Directors, industry representatives and our members.

It provides the national framework for success through high level strategic directions that will guide the priorities and activities of the whole PLA organisation. More specific and operational actions are included in separate National Portfolio Implementation Plans driven by portfolio groups, as well as through localised Regional Plans.

The Strategic Plan will be reviewed annually by the National Board with input from Regional Councils, PLA Advisory, Generate Network and our members, to ensure directions, strategic actions and portfolio implementation plans remain focussed and on track.

The following key steps were taken in the development of the Strategic Plan:



PLA TOWARDS 2025

It's 2025, and the Australian parks and leisure industry is connected, well-represented and thriving!

WE ARE:

Parks and Leisure Australia is the key industry body for parks and leisure in Australia.

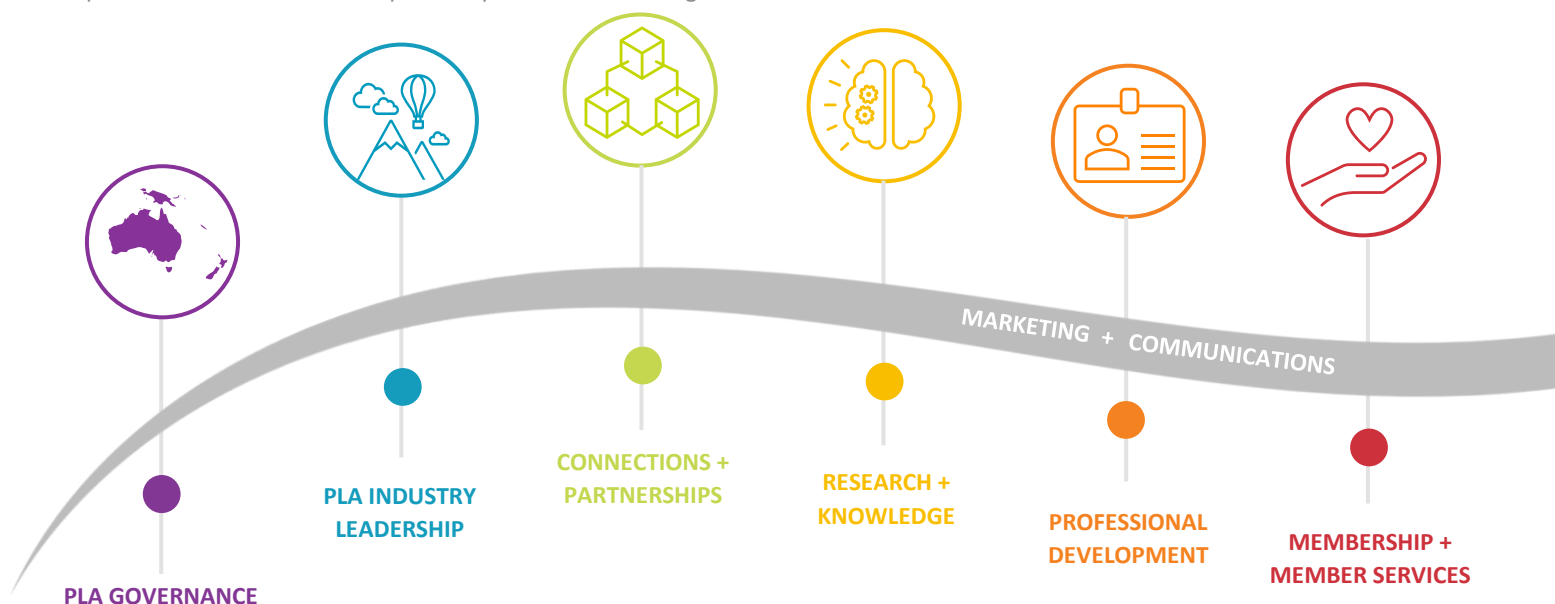
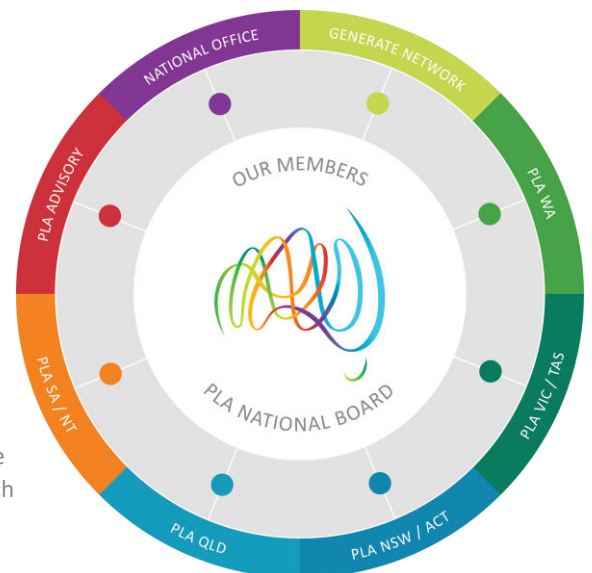
We are represented by the sum of all our parts across the nation, and our members are at the centre of our business.

WE EXIST TO:

Represent, advocate, support, connect and empower our members, stakeholders and the wider industry involved in parks, leisure, recreation, sport, open space, and the environment – to achieve quality of life for all people in Australia.

OUR AREAS OF FOCUS:

PLA Towards 2025 has six portfolio areas to reflect the depth and scope of the organisation and includes high level objectives and strategic directions for each portfolio, which provide the framework for future action. Detailed national implementation plans have also been developed for each portfolio, and all portfolio directions are underpinned by essential marketing and communications.





PARKS & LEISURE
AUSTRALIA

TO SUCCEED WE WILL:

To contribute to the parks and leisure industry and support our members and stakeholders to thrive, Parks and Leisure Australia will be strategic, professional, collaborative and dedicated to strengthening our diverse industry including parks, leisure, recreation, sport, open space, community wellbeing and the environment.

To support our members and the industry, PLA's trademarks will be:

- A KEY INDUSTRY LEADER
- DYNAMIC + INNOVATIVE
- STRATEGIC + COMMITTED
- FINANCIALLY SUSTAINABLE
- RELEVANT + RESPONSIVE

To succeed by 2025, PLA will:

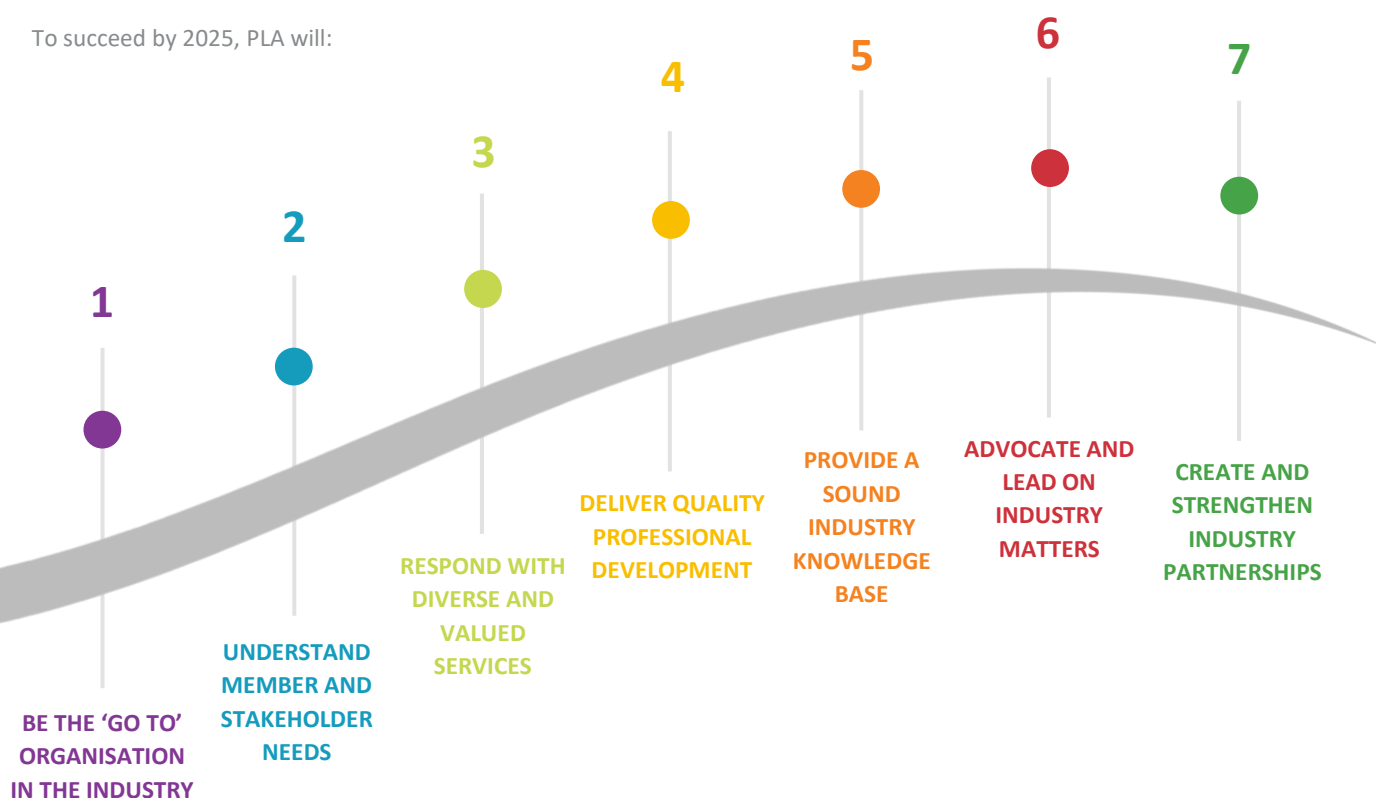


DIAGRAM 03: PLA STRATEGIC COMMITMENT





PLA GOVERNANCE

OUR OBJECTIVE

PLA will achieve a positive, supportive and transparent culture that is guided by clear governance, policies and processes that promote professionalism, integrity and collaboration across the organisation.

OUR STRATEGIC DIRECTION

- 1** Promote the frameworks and criteria that articulate the governance structure and roles for the organisation at the national, regional and committee level.
- 2** Develop report and data structures that guide the organisation and ensure transparent decision making, reporting and compliance with legislation.
- 3** Develop, implement, promote and report on policies that ensure transparency in processes and outcomes.
- 4** Aim for sustainable practices, inclusivity and unity in all governance actions.
- 5** Encourage continuous evaluation and improvement across the organisation.

OUR INDICATORS OF SUCCESS

- Roles and structures defined.
- Policies and reporting framework in place and utilised.
- Sustainable and valued organisation.



PLA INDUSTRY LEADERSHIP

OUR OBJECTIVE

PLA will be a strong leader through clear directions and planning, proactive and targeted advocacy and industry representation that influences industry planning and policy making.

OUR STRATEGIC DIRECTION

- 1** Actively demonstrate PLA leadership to members, stakeholders and the industry through proactive statements, advocacy, innovations and projects.
- 2** Undertake advocacy and leadership on priority industry matters by engaging on emerging industry, government and business priorities.
- 3** Achieve PLA representation on federal and state advisory committees and working groups.
- 4** Provide leadership opportunities for emerging, new and student members, including through Generate Network.
- 5** Facilitate champions and ambassadors who support and strengthen PLA and foster the industry.

OUR INDICATORS OF SUCCESS

- Member support, engagement and satisfaction.
- Recognised and respected industry leader and advocate.
- Involvement in industry planning and innovation.





PARTNERSHIPS + CONNECTIONS

OUR OBJECTIVE

PLA will actively pursue opportunities to ‘work with others’ internationally, nationally and across regions including through collaborative partnerships and joint initiatives with industry bodies and governments.

OUR STRATEGIC DIRECTION

- 1 Establish international, national and regional agreements with industry bodies that benefit PLA and its members.
- 2 Maintain, establish, support and promote commercial and mutually beneficial relationships that are aligned to our member-based ethos.
- 3 Establish and promote partnerships and joint initiatives with government agencies and relevant industry sectors to influence and achieve industry outcomes.
- 4 Continue to seek government and industry funding for initiatives, events and research that benefit members and the advancement of our industry.

OUR INDICATORS OF SUCCESS

- Formal partner agreements in place and activated.
- Sponsorships and mutually beneficial commercial initiatives achieved.
- Support from governments and other industry partners.



RESEARCH + KNOWLEDGE

OUR OBJECTIVE

PLA will understand the industry landscape and facilitate, distribute, promote and contribute to knowledge sharing and industry research to support member professionalism and strengthen the industry.

OUR STRATEGIC DIRECTION

- 1 Continue to support PLA Advisory as a leader in PLA research and industry innovation.
- 2 Contribute towards and facilitate research that builds capacity and resilience in the industry and responds to challenges such as COVID19 impacts and other disasters.
- 3 Share knowledge and showcase industry best practice and case studies at a regional, national and international level.
- 4 Influence the provision and quality of education required by the industry and related businesses.

OUR INDICATORS OF SUCCESS

- PLA Advisory and PLA industry research recognition.
- Research based knowledge distributed and accessed.
- Relevant education opportunities present within the industry.





PROFESSIONAL DEVELOPMENT

OUR OBJECTIVE

PLA will provide quality professional development opportunities across regions and nationally to build industry knowledge and skills and benefit members, their communities and the whole industry.

OUR STRATEGIC DIRECTION

- 1 Develop and implement a PLA managed and industry recognised 'continued professional accreditation program'.
- 2 Establish and continue to strengthen professional certificates and courses offered by PLA.
- 3 Continue to provide quality industry leading conferences and events nationally and within regions.
- 4 Continue to provide diverse seminars, webinars, networking and other professional development opportunities nationally and through regions.
- 5 Establish partners and funding opportunities to deliver industry focussed and best practice professional development.

OUR INDICATORS OF SUCCESS

- PLA accreditation and courses in place and utilised.
- Conferences and seminars valued by members and partners.
- Industry support for professional development initiatives.



MEMBERSHIP + MEMBER SERVICES

OUR OBJECTIVE

PLA will understand and respond to member and stakeholder needs and provide diverse, relevant and accessible services and activities that attract and support members and stakeholders.

OUR STRATEGIC DIRECTION

- 1 Engage with members to determine needs and guide the provision of new and enhanced services.
- 2 Implement member-based plans including the Membership, Marketing and Communications Plans.
- 3 Maintain and grow the PLA membership base through marketing, the Generate Network, award opportunities and other service offerings.
- 4 Support the Generate Network by showcasing the value and achievements and supporting opportunities for emerging leaders.
- 5 Enhance user platforms and service approaches (including technology, service provision, end user experience and the PLA web site).
- 6 Provide diverse opportunities for member and sponsor networking.
- 7 Develop new services guided by criteria-based propositions and viability analysis.

OUR INDICATORS OF SUCCESS

- Positive member and stakeholder feedback.
- Membership growth.
- Increased PLA sustainability.



PRIME
PARK
SESSIONS

DC
SURF
ZOO

PHOTO BY JORG ANGELI, UNSPLASH.COM



IMPLEMENTING THE PLAN

The Strategic Plan – PLA Towards 2025 will influence the directions and actions of all aspects of Parks and Leisure Australia at the national and regional level.

The Strategic Plan – PLA Towards 2025 is high level on the basis that to achieve the desired outcomes more specific and operational national implementation plans, and regional plans will be developed.

Regional plans, directions, services and actions can be flexible to reflect different member needs and opportunities. However, there will always be a connection back to the National Strategic Plan – PLA Towards 2025, with a clear line of sight between regional planning and initiatives and the national objectives and strategic directions.

PLA will designate resources to achieve the objectives and strategic directions in PLA Towards 2025, including through the national implementation plans and regional plans as appropriate.

The Strategic Plan - PLA Towards 2025 will be reviewed by the National Board every 12 months, allowing ongoing input from the Regional Councils and committees. This will ensure PLA Towards 2025 remains relevant and achievable, and the national directions will continue to be reflected in more specific portfolio and regional plans and activities.



MORE INFORMATION:

For more information on the Strategic Plan - PLA Towards 2025, please contact Parks and Leisure Australia.

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